

The Management Review

INDEX TO VOLUME XLII

January through December, 1953

Page numbers included in each issue are as follows:

January	1-60	May	245-300	September	493-564
February	61-124	June	301-364	October	565-628
March	125-180	July	365-428	November	629-692
April	181-244	August	429-492	December	693-746

A

ABSENTEEISM (See also Health)

Absenteeism Doesn't Pay	83
The Cost of Human "Downtime"	254
Facts on Sickness Absenteeism	707
In-Plant Health Service Cuts Absenteeism	158
Lack of Leisure-Time Interests a Cause of Absenteeism	19
Life Stress and Absenteeism	718
Prolonged Illness—Who's the Biggest Problem?	264
Putting the Brakes on Absenteeism	444

ACCIDENT PREVENTION (See Safety)

ACCOUNTING

Keeping Tabs on Your Plant Investment	406
Postwar Profits—A Second Look	100

ADVERTISING

The Cost of Help-Wanted Advertising—A Survey	647
Is Your Advertising Believable?	341
The Language of Advertising	33
Your Advertising Agency: "Time for a Change"?	605

Page

ALCOHOLISM

Alcohol and the Worker: A Survey	15
Problem Drinking in Industry: A Top Management Approach	434

ANNUAL REPORTS

New Look in Annual Reports	405
----------------------------	-----

ARBITRATION

Arbitration Provisions in Union Contracts	448
Union "Dress Rehearsals" for Arbitration	514

ATOMIC ENERGY

How to Get Started in Atomics	187
-------------------------------	-----

AUTOMATION

The Automatic Factory—18th-Century Version	533
How Automatic Can We Get?	308
Instruments—Key to Industrial Evolution	658
Men and Automation	198
Some Questions and Answers About Automation	28
When Does Automation Pay?	157

B

BOARD OF DIRECTORS

Compensating the Corporate Director—A Study of Current Trends	474
---	-----

Marketing as a Route to Top Management	165	COMMUNICATION (See also Public Relations)	
Putting Directors on a Salary	305	Administering the Information Rack Program	137
Selling Your Ideas to the Board of Directors	3	Are You "Talking Down" to Your Public?	307
Women Directors Build Good Will	130	Carrying Through on Company Policies	501
BONUSES		Company Bulletins for Middle Management	441
Wage-Hour Rules on Christmas Bonuses	613	Company Information Sources: How Do They Rate with Workers?	314
BUDGETING		Distributing the Employee Magazine	138
Building A Functional Personnel Budget: A Practical Tool for Industrial Relations Cost Control	504	The Free Magazine—New Giant in the Selling Field	217
BUSINESS CONDITIONS (See also Economic Conditions, Inflation, Recession, etc.)		Glossary of Official Terms	11
Business Failures Remain Low	697	Good Communication Pays Off	262
Business Population on the Upswing	65	The Grapevine	270
"Free Competition": Everyone A Winner?	182	Help Wanted: For Benefit Plans	135
How Big Is Small Business?	69	Industrial Editors to Evaluate Company Publications	647
How High Is High?	185	Information Racks: New Frontier in Industrial Communications	75
How Small Is "Small Business"?	371	Making Employees Good House-Organ Reporters	144
The 100 Largest Manufacturers	306	On Reports: Advice from an Old Hand	388
Industry's Plans for Expansion, 1953-'56	346	A Pocket Lexicon of Handy Cliches	645
Is Competition Dying Out?	632	Public Relations Begins at Home!	698
Liquidity: It's Quality That Counts	409	Reading Racks: A "Custom-Built" Program Pays Off	642
Our Record Corporate Debt: Cause for Alarm?	475	Spiking Rumors in the Shop	445
Six More Billionaires	476	Writing Better Letters to Employees	705
The Stock Market: An Accurate Business Barometer?	614	COMMUNITY RELATIONS	
Yardsticks of Our Economic Growth	702	Community Drives Welcome New Industry	500
BUSINESS FORECASTS		Lending a Hand in Community Drives	437
Capital Spending: Another Big Year Ahead?	732	Mill-Town Tabloid: Company Experiment in Community Relations	19
Current Prognosis for Business: No Serious Decline	437	Winning Community Acceptance for Your Plant	576
Getting the Most out of Business Forecasting	368	CONSULTANTS	
How Wrong Can Economists Be?	344	Are You Hiring a Consultant—Or a Parasite?	570
New Business in 1953	9	CONSUMERS (See also Research, Marketing, Retailing)	
1955: Possible Turning-Point?	5	The American Explosion	95
Preparing for 1954: A Survey of Industry's Plans	633	Brand Loyalty—Fact or Fiction?	283
What 1953 Will Mean for Business	2	Clues to Your Changing Market	725
Whistling in the Economic Dark	700	Consumer's Current Buying Plans—A Survey	400
C		The Customers Are Flush	668
CAFETERIAS, COMPANY		New Light on Family Incomes	730
Beating "Victual Vipers" at Their Game	195	Net Assets: \$641 Billion	736
Company Cafeterias: A Survey of Costs	379	Trends in U. S. Spending Habits	665
Robot Vendors Invade Industry	320	World Population Trends—A Brighter Outlook	701
COLLECTIVE BARGAINING (See also Wages, Labor-Management Cooperation, Union Contracts)		CONSUMER CREDIT	
How Good Is Labor's Logic?	376	Are We in Over Our Heads?	545
Joint Bargaining—A Step Toward Labor Unity?	581	Boom in Installment Buying	281
Some Management Gains at the Bargaining Table	73	Consumer Credit: How High Can It Go?	404
What Labor Wants This Year	13	Our Consumer Debt: Too Big for Safety?	70
What's Ahead in Wage Escalation?	292	U. S. Consumers—What Are They Worth?	293
COLOR		COOPERATIVES	
Color in Industry: Some New Applications	30	Cooperatives Move Ahead	69
Color: Some Facts About Consumer Preferences	166	CORRESPONDENCE	
		Mutiny in the Office	653
		Stop Rewriting Good Letters!	385
		Typing Short-Cut for Follow-Up Letters	149

COST CONTROL (See also Office Economy, Waste Control)

Cost Reduction—A Job for the Foreman	710
How to Get More for Your Fuel Dollar	207
How Standardization Pays Off	210
Open-Shelf Vertical Files—Low-Cost Space Saver	268
Penny-Pinchers Scrutinize Production Costs	155
Tips on Reducing Small Order Costs	472
Using Work Measurement to Cut House-keeping Costs	528

CREDIT MANAGEMENT

The Pros and Cons of Credit Insurance	348
A Survey of Accounts Receivable	345
What Top Management Expects of the Credit Department	98

D

DISTRIBUTION (See Marketing)

DIVIDENDS

Dividend Payments: The Record Since '29	288
---	-----

DONATIONS

Charity Drives: One Company's Approach	580
Practical Standards for Corporate Giving	48

E

ECONOMIC CONDITIONS (See also Business Conditions, Business Forecasts, Income Statistics, Inflation, Recession, Standard of Living)

The American Living Standard: What's Ahead in '53	8
Budgeting Without Fear	736
The Business Mood: "Self-Conscious Caution"	673
Help Yourself to Stability	496
Can Industry Guarantee an Annual Wage?	516
Can We Have Peace and Prosperity?	248
Capital Spending: Another Big Year Ahead?	732
The Customers Are Flush	668
The Economic Outlook: How Consumers View It	608
How To Avoid a Psycho-Recession	694
Industrial Capacity and Demand: The Gap Narrows	602
Our National Debt: Too High For Safety?	289
Whistling in the Economic Dark	700

EDUCATION PROGRAMS

Educating the Office Worker: A Survey	455
Educators Learn the Facts of Business	133
Helping the Colleges Help You	68
Tomorrow's Managers: How Should They Be Educated?	304
Training Program for Joe Doakes, Jr.	517

EMPLOYEE ATTITUDES (See also Communication, Human Relations, Industrial Relations)

A Boss Is a Boss Is a Boss	129
Company Information Sources: How Do They Rate with Workers?	314
Good Communication Pays Off	262
Nationalization? No!	631
The Odds for Success	65
Public Relations Begins at Home!	698

What Worries New Workers?	260
Where White Collar Meets Blue	452
White-Collar Blues	326
Will American Labor Go Conservative?	62
Writing Better Letters to Employees	705
The Worker and H's Religion	76

EMPLOYEE BENEFITS (See also Pension Plans, Profit Sharing)

Comprehensive Health Protection: One Company's Program	738
Employee Benefits—A Survey of Recent Trends	377
Employee Savings and Thrift Plans Come of Age	343
Employee Thrift Plans Pay Off for Management	670
Fringe Benefits: A Survey of Company Practice	136
Help Wanted: For Benefit Plans	135
Life Insurance: They Live to Collect It	350
New Developments in Pensions and Insurance	740
Paid Holidays on the Increase	199
Selling Benefit Plans to Your Employees	479
Special Plans for Increasing Employee Benefits	105

EMPLOYEE SERVICES (See also Cafeterias)

Employee Store Offers Liberal Terms	79
Robot Vendors Invade Industry	320

EMPLOYEE STOCKHOLDERS (See Stockholders)

EMPLOYMENT TRENDS

The Changing Geography of American Jobs	579
Your Customers Have Changed	536
What's Ahead for the College Graduate	315

ENGINEERS

How Can We Recruit More Engineers?	312
Potential Engineers: An Overlooked Source	518
What Industry Can Do About the Shortage of Engineers	140

EXECUTIVE COMPENSATION

"Fringe Benefits" for Management	543
New Facts on Executive Compensation	97
Profits and Presidents' Pay	310
Reducing Taxes on Extra Compensation Plans	287
Sales Executives' Earnings: Still Going Up	471
Top Management Pay: It's Leveling Off	546
What's Happened to Executive Salaries?	6
What's Happening to Top Management's Pay?	733

EXECUTIVES (See also Leadership)

Background for Success	251
Beating the Odds on Executive Mortality	66
Decision-Making: Acid Test of Executive Competence	569
Executive Department—A New Angle	303
The Forgotten Factor in Executive Morale	494
How Executives Get Jobs	430
How to Improve Teamwork Between Departments	573

How to Increase Executive Capacity	9
How To Make Who's Who	71
How Many Managers?	64
Posture and Executive Efficiency	435
A Stone Tablet for the Boss	203
The Transients	246
What Makes an Executive Tick?	431
Who Pays the New Executive's Moving Bill?	18
You Can Use Your Time Better	126
EXPENSE ACCOUNTS	
Expense-Account Aristocrats	340

F

FACTORY MANAGEMENT (See Plant Management)

FILING

Open-Shelf Vertical Files—Low Cost Space Saver	268
--	-----

FILMS

Industrial Films: A Versatile Business Tool	436
---	-----

FINANCIAL MANAGEMENT (See also Accounting, Budgeting, Taxes, etc.)

The Controller's Role in Policy-Making	294
Effective Financial Control—A Checklist for Management	544
Factors in Leaseback Financing	616
Financial and Stockholder Relations: Problems of the Average Corporation	41
Management Planning and Control: The Controller's Role	611
Pension Liabilities: A Balance-Sheet Bugaboo?	171
Rise Foreseen for Internally-Derived Corporate Funds	47
The Trend Toward Debt Financing	476

FIRE PREVENTION

Company Fire-Fighters—How Effective Are They?	417
The Major Fire Loss: How Does It Happen?	103
Overcrowded Warehouses—A Growing Fire Peril	481
Selling Top Management on Fire Safety	677

FOREIGN TRADE

Free Trade vs. Protective Tariffs—An Opinion Survey	306
Marketing Abroad—A Survey of Company Practice	609

FOREMEN (See Supervisors)

FORMS

Clerical Errors Nipped in the Bud	206
---	-----

FRAUD CONTROL

Don't Give the Embezzler a Break!	219
Foiling the Light-Fingered	325
The Shipping Container as an Advertising Medium: A Reader Comments	472

FREE ENTERPRISE

A Valentine for Versatility	188
Business Leadership in a Creative Society	630
Industry Helps Fight the Battle of Ideas	249
Is Competition Dying Out?	632
My Creed	568
The Real Radicals: U. S. Business Men	366
What Price "Security"?	574

FRINGE BENEFITS (See also Employee Benefits)

"Fringe Benefits" For Management	543
--	-----

G

GOVERNMENT EMPLOYEES

Why Top Men Duck Washington	302
-----------------------------------	-----

GOVERNMENT EXPENDITURES

Big Government Is Big Business!	372
"Waste Not, Want Not"	252

GRIEVANCES

Five Common Errors in Handling Grievances	268
---	-----

GUARANTEES

What's the Score on Product Guarantees?	538
---	-----

H

HANDICAPPED WORKERS

Taking the Lie out of "Liability"	320
---	-----

HEALTH

Allergies in the Office	717
Beating the Odds on Executive Mortality	66
Comprehensive Health Coverage: One Company's Program	738
Executive Deportment—A New Angle	303
Fluorescent Lighting Facts	211
Industrial Sickness Rates and Absenteeism	707
In-Plant Health Service Cuts Absenteeism	158
Outlay for Industrial Health Tripled Since 1940	15
Posture and Executive Efficiency	435
Prolonged Illness—Who's the Biggest Problem?	264

HIRING

The Job Applicant's Story—Fact or Fiction?	382
--	-----

HUMAN RELATIONS (See also Communication, Employee Attitudes)

Combatting Prejudice in the Plant	450
Good Feeling Is Key to Productivity, Survey Suggests	21
"Listen, Boss . . ." (The New Employee Speaks)	577
Management and "Horse Sense"	572
"Tapering Off" to Retirement	388

I

INCOME TAXES

Reducing Taxes on Extra Compensation Plans	287
--	-----

INCENTIVES

Are Clerical Incentives Worth While?	150
The Forgotten Factor in Executive Morale	494
Incentives Cut Engineer Turnover	31
Incentives: Managers Get Them, Too	188
Making Supervisory Incentives Work	447
Montgomery Ward's Clerical Incentive Plan	651
Pitfalls in Incentive Systems	460
A Stock-Option Plan for Key Employees	409
Trends and Prospects in Incentive Programs	156

INCOME STATISTICS

Family Income Levels—The Trend Since '44	616
--	-----

Group Differences and Earning Power	449
Higher Learning—Higher Earnings	702
New Light on Family Incomes	730
Trends in Family Incomes—A Survey	541
U. S. Consumers—What Are They Worth?	293
What's Happening to the Top Income Group?	407
Where the Wage Earner Stands	217
Who Gets the Nation's Income?	254
Workers' Pay Rises 40 Per Cent in Five Years	79

INDUCTION PROCEDURES

Breaking in New Secretaries—Painlessly	205
"Listen, Boss . . ." (The New Employee Speaks)	577
Reducing High Turnover with a Sponsor System	582
Sound Indoctrination for New Workers	518

INDUSTRIAL RELATIONS (See also: Collective Bargaining, Human Relations, etc.)

Can We Achieve Industrial Peace?	643
Developing Better Personnel Policies for Night-Shift Workers	74
Does the "Open Door" Policy Really Work?	646
Don't Lose Your Workers on Moving Day!	139
Financial "Road Show" for Salesmen	162
The "Good Old Days"—A Far, Far Cry	323
How to Be an Outstanding Failure in Industrial Relations	444
Information Racks: New Frontier in Industrial Communications	75
Joint Plant Tours—A New Labor Relations Tool	582
Labor Relations: Where Are We Headed?	639
Making Employees Good House-Organ Reporters	144
"No Raiding": A New Labor Monopoly	704
Proof That Employee Opinion Counts	11
Selling Benefit Plans to Your Employees	479
Selling Workers on Plant Relocation	264
What You Can Do About Turnover	20
Women Directors Build Good Will	130

INFLATION

Future of the Dollar: A Symposium	99
-----------------------------------	----

INSURANCE (See also Pension Plans)

Appraisals That Don't Appraise	675
A Flow Chart for the Insurance Manager	411
The Insurance Buyer Picks a Partner	551
Insurance Reserves: Private Companies Outstrip the Government	549
The Problem of Duplicate Coverage	349
The Smaller Buyer Looks at Self-Insurance	296
Special Plans for Increasing Employee Benefits	105
The Three Major Gaps in Insurance Coverage	223
What the Buyer Expects of the Insurance Agent	298
What Management Should Expect from the Appraiser	552

Accident and Health:

Hospital-Expense Coverage—A New High	623
--------------------------------------	-----

Automobile:

Downtrend in Auto-Insurance Rates	299
Insured to Kill	224

Business Interruption:

Covering Business Interruption Risks: Some Special Problems	51
Special Coverages for Unusual Risks	295

Credit:

Credit Insurance: Expansion Ahead	176
The Pros and Cons of Credit Insurance	348

Fire:

Cutting Fire Premiums with Automatic Sprinklers	299
Depreciation, Fire and Failure	416
Selling Top Management on Fire Safety	677
Keeping Your Fire Insurance Up to Date	482
Why Fire Losses Are Mounting	551
Why Fire Losses Keep Mounting	53

Group:

Comprehensive Health Coverage: One Company's Program	738
GE's Benefit Plan: 50 Years of Progress	177
Group Insurance Making Big Strides	415
Group Life Ownership: A New High	226
Insuring the Profit-Sharing Plan	414
Life Insurance: They Live to Collect It	350
Health Insurance Benefits—\$2 Billion Worth	739

Inventory:

Avoiding Insurance Penalties on Inventory Losses	175
--	-----

Key Man:

Tax Aspects of Key-Man Insurance	550
----------------------------------	-----

Liability:

Insuring Your Contractual Liability	621
-------------------------------------	-----

Life:

Life Insurance Benefit Payments Still Climbing	106
Life Insurance Costs—Today and in 1915	54
Size of Life Policies Doubles in 12 Years	180

Medical Catastrophe:

How Medical Catastrophe Insurance Works	178
---	-----

Records:

Protecting Against the Loss of Records	548
--	-----

Workmen's Compensation:

Medical Insurance for the Injured Worker: A Growing Trend?	619
--	-----

INVENTIONS

Are Inventors Out of Date?	272
----------------------------	-----

INVESTMENTS (See also Stockholders)

American Manufacturing Goes Abroad	598
Employee Thrift Plans Pay Off for Management	670
How Pension Funds Are Invested	290
New Influences in the Stock Market	169

J

JOB EVALUATION

The Dynamics of Job Evaluation: Forces Influencing Effective Administration	190
Foremen's Duties and Pay: A Survey	513
Getting Rid of "Red-Circle" Rates	320

L

LABOR LEGISLATION

State F.E.P.C. Laws—A Growing Trend... 644

LABOR RELATIONS (See Collective Bargaining)

LABOR SUPPLY (See also Recruitment, Women Workers)

The Female Labor Reserve—11 Million Strong... 647

How Big Is Your Labor Area?... 440

Overcoming Shortages of Tool and Die Makers... 89

Part-time Employees—One Way to Beat the Clerical Shortage... 453

Twenty-five Million More Workers by 1975... 14

What Industry Can Do About the Shortage of Engineers... 140

LABOR TURNOVER

Formula for Low Secretarial Turnover... 457

How Long Do Workers Stay in a Job?... 319

Incentives Cut Engineer Turnover... 31

Job Tenure in America: A Survey... 17

Labor Turnover—A Sign of Economic Strength... 433

The Real Reasons for Termination... 518

Reducing High Turnover with a Sponsor System... 582

What You Can Do About Turnover... 20

Why Employees Quit... 446

Why They Quit... 382

LEADERSHIP (See also Executives)

Background for Success... 251

How They Reached the Top... 127

The Learning Habit—Key to Continuing Growth... 634

LIBRARIES

Company Libraries Come of Age... 456

LIFE EXPECTANCY

Life Span Reaches New High... 620

M

MAINTENANCE

Eight Fundamentals of Preventive Maintenance... 656

Streamlining Maintenance Operations: One Company's Program... 600

What It Costs to Keep Plants Running... 91

Where to Concentrate Preventive Maintenance... 331

MANAGEMENT PHILOSOPHY

Business Leadership in a Creative Society... 630

Ideals: Necessity or Luxury?... 564

Signposts for Management... 432

MARKETING (See also Advertising, Foreign Trade, Retailing)

Can the Manufacturer's Agent Handle Your Sales Job?... 37

A Checklist of Good Catalog Design... 338

Developing A Distribution Research Program... 164

How Industrial Purchasers Get Product Information... 93

How to Introduce A New Product... 35

How to Locate New Prospects... 607

Market Research: Dr. Freud Lends a Hand... 284

Marketing as a Route to Top Management... 165

Mobile Showrooms Move the Goods... 729

New Products: Always Room for One More... 728

Suburban Living—New Influence on Distribution... 281

Where to Get Facts on Your Industrial Market... 399

Your Customers Have Changed... 536

Your New Product: What the Retailer Wants to Know... 39

The Youth Market: Ten Years of Trends... 604

MATERIALS HANDLING

Materials Handling—Key Point in the Safety Program... 530

MATERIALS SHORTAGES

Cheaper Materials: The Role of Technology... 184

Materials: A Curb on Expansion?... 132

MECHANIZATION (See also Automation)

Telescriber "Traffic Cop" Speeds Material Flow... 155

METHODS IMPROVEMENT (See also Standardization and Simplification, etc.)

"Chain Reactions" in Methods Improvement... 159

Movies Solve Production Problems... 723

N

NATIONAL LABOR RELATIONS BOARD

Resting or Sleeping?... 143

NEGRO WORKERS

The Negro Worker: A Decade of Progress... 253

NIGHT SHIFTS

Developing Better Personnel Policies for Night-Shift Workers... 74

Shift Differentials in 1952: A Survey... 141

NOISE ABATEMENT

Banishing Office Bedlam... 203

Reducing Noise in Your Plant... 391

Some Facts About Noise and Efficiency... 26

What Price Industrial Noise?... 274

O

OFFICE ECONOMY (See also Cost Control)

Controlling Excessive Mail Costs... 269

Eliminating Unnecessary Statements... 24

Handling Printing Jobs Within the Company... 270

How Efficient Is Your Office Layout?... 266

Inventory Your Paper-Work Problem... 148

Money in the Wastebasket... 201

A New Guide to Clerical Work Simplification... 591

Shorter Telephone Calls by Salesmen... 217

Ten Ways to Save Postage... 522

Work Measurement in Accounting Operations	267
---	-----

OFFICE EQUIPMENT

Electronic Computers: A Revolution in the Office?	649
The Human Factor in Office Design	322
Office Messengers on Wheels	270
Stretching Your Office Space	81

OFFICE MANAGEMENT (See also Correspondence, Records, etc.)

Controlling Office Supplies—A Workable System	384
A File Clerk by Any Other Name	149
Leveling Peak Loads in the Office	204
Matching the Secretary to the Boss	146
Materials Handling: Offices Have It, Too!	23
Office Party	714
Preventing Office Accidents	587
Raising Office Production: One Company's Approach	387
Setting Standards for Clerical Performance	588
Steps to Improved Mail Handling Methods	84
Totemism and Protocol in the American Enterprise System	186
Wanted: A Revolution in the Office	712
Utilizing Stenographic Workers: A Survey	713

OFFICE WORKERS

Allergies in the Office	717
California Gold Rush, 1953-Style	327
How Not to Apply for a Job—A Survey of Management Opinion	594
Paper Plethora	654
Part-Time Employees—One Way to Beat the Clerical Shortage	453
White-Collar Blues	326

OLDER WORKERS (See also Retirement, Pension Plans)

New Facts on Older Workers	21
Old Timers Play It Safe	461

P

PACKAGING

Does Your Label Pull Sales?	682
Do's and Don'ts in Packaging Design	681
Food Packages—Are They Passing the Self-Service Test?	39
Packaging to Meet the Self-Selling Trend	353
Testing Your New Package Design	355
The Trend to Small Packaging	95

PACKING AND SHIPPING

Aircraft Engines in King-Size Cans	684
Shipping Cases Carry Your Sales Message	356
The Shipping Container as an Advertising Medium: A Reader Comments	472
Toward Better Packaging: The Buyer's View	465

PENSION PLANS (See also Retirement)

Are Pension Costs Going Up?	291
18,000 Retirement Funds	54
Facts on Small-Firm Pension Plans	553
How Pension Funds are Invested	290
New Styles in Pensions	617
New Trends in Pension and Profit-Sharing Plans	478
New Developments in Pensions and Insurance	740

Pension Plan Experience: A Survey	102
Providing for the Employee's Widow	622
Retirement Insurance Covers Nine out of 10 U. S. Workers	104
Should Pensions Be Transferable?	16
The Trend Toward Minimum Pensions	179
Vesting Provisions in Pension Plans: A Survey	351

PERSONALITY TRAITS

Decision-Making: Acid Test of Executive Competence	569
A Formula for Successful Salesmanship	664
Sizing Up Supervisory Candidates	584
What Keeps Us from Growing?	7
Why Accidents Happen	276

PERSONNEL MANAGEMENT (See also Communication, Training, Vacation Policies, etc.)

Building a Functional Personnel Budget: A Practical Tool for Industrial Relations Cost Control	504
How Personnel Men Spend Their Time—A Survey	709
Keeping Tabs on Employees' Addresses	259
Operation Chlorophyll	82
Split-Second Timing	85

PLANT EXPANSION

Industry's Current Expansion Plans—A Survey	495
Investment in the Future	544
Tax Write-Offs: One Way to Keep the Economy Expanding	615

PLANT LOCATION

Picking a New Plant Site	309
--------------------------------	-----

PLANT MANAGEMENT (See also Automation, Employee Headings)

Controlling Storage Space Costs	462
Increasing Foreman Effectiveness with Management Reports	153
Rejuvenating Machine Tools	31
Some Questions and Answers About Automation	28
Using Work Measurement to Cut House-keeping Costs	528

PLANT PROTECTION

Pointers on Plant Protection	531
------------------------------------	-----

PLANT RELOCATION

Community Drives Welcome New Industry	500
Don't Lose Your Workers on Moving Day!	139
Moving South: Sure Way to Cut Costs?	502
Selling Workers on Plant Relocation	264
Should Your Company Relocate?	696

POLICY

Carrying Through on Company Policies	501
--	-----

POPULATION TRENDS

Cheaper by the Dozen?	162
How Fast Is America Growing?	250
The Lush New Suburban Market	661
More Families—But Smaller Households	214
Suburban Living—New Influence on Distribution	281
World Population Trends—A Brighter Outlook	701

PRICES

Taking the Sting Out of Price Raises	285
The New Price Index: BLS Explains How it Works	194

PRODUCT DEVELOPMENT

A Valentine for Versatility	188
New Products: Always Room for One More	728
Product Line Control: Planning for Profits	279

PRODUCTION (See also Plant Management, Quality Control)

Pressure—A Brake on Production?	457
Radio-Guided Handling Aids Production	208

PRODUCTIVITY

Industrial Productivity—1914 vs. 1947	130
Investment in the Future	544

PROFIT SHARING

Insuring the Profit-Sharing Plan	414
New Trends in Pension and Profit-Sharing Plans	478
Pitfalls in Profit-Sharing	735

PROFITS

How High Are Profits?	672
Minutes for Profit	671
Postwar Profits—A Second Look	100

PROMOTION POLICIES

Promotion From Within: Does It Really Pay Off?	256
--	-----

PUBLIC RELATIONS (See also Community Relations)

Helping the Colleges Help You	68
95 Weeks = 1 Year	5
Proof That Employee Opinion Counts	11
The Unnecessary Letter	49
Telephone Etiquette—Beyond the Switchboard	205

PURCHASING

Are You Getting the Most from Your Suppliers?	719
Are Our Purchasing Concepts Out of Date?	655
Buy Your Way to Lower Costs!	329
Limiting Salesmen's Calling Hours: A Survey	668
Lower Costs Through Purchasing: A Practical Company Program	392
Use of Standards in Industry—A Survey	273

Q

QUALITY CONTROL

Getting Employees Interested in Quality Control	527
How to Motivate for Quality	395
Making Quality Control Pay Its Way	459

R

RECESSION (See also Economic Conditions)

Are We Talking Ourselves Into a Recession?	566
How To Avoid a Psycho-Recession	694
How to Start a Depression	170
Must We Have a Recession?	369
While You Are Waiting (If You Are)	567
Whistling in the Economic Dark	700

RECORDS

Centralizing Records Control	25
Cutting Record Costs: A New Method	389
Getting Rid of Dead Records	26
Money in the Wastebasket	201
Records Go Underground for Safety	25
Records Management: The Newest Profession	716
Who Wants To Be a Squirrel?	715

RECREATION

Compensating the Industrial Recreation Director	446
Recreation: Industry Hits a Home Run	450

RECRUITMENT

Class of '53: Industry's Recruitment Plans	198
The Cost of Help-Wanted Advertising—A Survey	647
High-School Recruitment Can Pay Off!	592
How Can We Recruit More Engineers?	312
Novel Ways to Recruit Workers	386
Potential Engineers: An Overlooked Source	518
Professional Personnel Available from Government Agencies	197
Tomorrow's Managers: How Should They Be Educated?	304

RENEGOTIATION

Hard Goods Makers Suffer Most From Renegotiation	47
--	----

RESEARCH

Basic Research: Will Industry Take Over?	575
Developing a Distribution Research Program	164
Extending the Scope of Industrial Research	10
Government Reports Can Save You Money	635
Industrial Research—A Billion-Dollar Business	371
Industry Spurs Research Programs	131
Market Research: Dr. Freud Lends a Hand	284
Purchasing Research—New Staff Aid to Buyers	88
Top Management's Role in Industrial Research	498

REST PERIODS

Rest Periods: Equivalent of "Two Weeks With Pay"	263
--	-----

RETAILING

Brand Loyalty—Fact or Fiction?	283
Can You Profit From Self-Service?	401
Full Shelves Boost Sales	609
New Concepts in Dealer Aids	282
Stamp Promotions—Solution to Current Sales Problems?	608
Toujours la Politesse!	167

RETIREMENT (See also Pension Plans)

Do They Really Want to Retire?	144
"Flexible Retirement": One Company's Experience	318
How Retirement Age Is Set in 300 Pension Plans	480
The Rising Cost of Security	680
"Tapering Off" to Retirement	388

S

SAFETY

Controlling Off-the-Job Accidents	261
Evaluating the Safety Program	332
Following Up the Safety Inspection	209
Foremen Advise the Safety Man	722
Industrial Mortality Rate Declines	676
Is Your Safety Program Out of Date?	463
Job Analysis With a Safety Slant	464
Materials Handling—Key Point in the Safety Program	530
Monotony: Silent Partner of Accidents	532
Old Timers Play It Safe	461
Preventing Office Accidents	587
"Preventive Medicine" for Industrial Ac- cidents	585
Safety Reasoning—In Rhyme	209
Scoring Standards for Plant Safety Con- tests	394
Ten Commandments of Safety for Supervisors	721
31,000 Injuries That Never Occurred	88
Why Accidents Happen	276

SALARIES (See also Executive Compensation)

Compensating the Industrial Recreation Di- rector	446
Getting Rid of "Red-Circle" Rates	320
White-Collar Pay: It's Keeping Pace	652

SALES MANAGEMENT (See also Marketing, Retailing, Training—Sales, etc.)

Are You Ready for a Buyers' Market?	535
The "Big Three" Problem Areas in Sales Management	215
A Checklist for the Sales Executive	539
Evaluating Inquiries from Sales Pros- pects	94
Expanding the Sales Team—A Survey	402
How Effective Are Sales Contests?	398
Industrial Salesmen's Call Costs Up 80 Per Cent	541
Management Development in the Sales Force	470
Manufacturer's Representatives: Can They Sell Your Product?	603
Operation Mousetrap	664
Planning Sales Strategy for a Buyers' Mar- ket: A Survey	667
Sales Supervision—The Forgotten Func- tion?	334
The Telephone Order Board: Weakest Link in Your Sales Organization?	666
Training Sales Supervisors—A Survey of Company Practices	606
What Can Be Done About Unprofitable Orders?	213

SALESMEN (See also Sales Management Training—Sales, etc.)

Are Salesmen Made or Born?	339
A Formula for Successful Salesmanship	664
Spotting the "Turnover-Prone" Salesman	539
Success Secret	216
Tighter Standards for Hiring Salesmen	39

SALESMEN'S COMPENSATION

Compensating Field Sales Supervisors	163
Compensating the Sales Force: A Survey of Current Practice	92
Compensating the Salesman: Some Cur- rent Problems	540
Sales Executives' Earnings: Still Going Up	471
Trends in Salesmen's Compensation: A Survey of Company Practice	663

SECRETARIES

The Average Secretary: A Composite Picture	525
Breaking in New Secretaries—Painlessly	205
Eight Rules for Making Secretaries Like Their Job	454
Formula for Low Secretarial Turnover	457
A Stone Tablet for the Boss	203

SENIORITY

Getting Rid of "Red-Circle" Rates	320
Seniority Clauses in Current Union Con- tracts: A Survey	196

STANDARD OF LIVING

The American Living Standard: What's Ahead in '53	8
Can Our Living Standards Go Up?	373
Standard-of-Living Note: Radio vs. Baths	341

STANDARDIZATION AND SIMPLIFICATION

Cutting Down on Drafting Time	332
How Standardization Pays Off	210
A New Guide to Clerical Work Simplifi- cation	591
Setting Standards for Clerical Per- formance	588
Use of Standards in Industry—A Survey	273
Work Simplification Invades the Con- cert Hall	252

STOCKHOLDERS

Baby Derby to Help Mark Company An- niversary	67
Employee Stock Purchase and Option Plans: A Survey	221
Employee Stock-Purchase Plans—A Survey	293
Financial and Stockholder Relations: Prob- lems of the Average Corporation	41
Making Owners Out of Workers	173
Pros and Cons of Employee Stock- Purchase Plans	734
Treating Stockholders Like Partners	49

SUGGESTION SYSTEMS

Payoff in Millions	142
Share-Alike Suggestion Plan	138
Suggestion Boom	260

SUPERVISORS

Company Bulletins for Middle Manage- ment	441
Cost Reduction—A Job for the Foreman	710
Foremen's Duties and Pay: A Survey	513
How Many Managers?	64
Increasing Foreman Effectiveness with Management Reports	153
Sizing Up Supervisory Candidates	584
Spiking Rumors in the Shop	445

T

TAFT-HARTLEY ACT

How Industry Views the Taft-Hartley Act... 77

TAXES

Depreciation Reform: What Industry Wants... 476

The Elusive Deductible... 98

The High Price of Complacency... 70

Reducing Taxes on "Extra Compensation" Plans... 287

State Taxes Hit a New High... 673

Tax Aspects of Key-Man Insurance... 550

Tax Write-Offs: One Way to Keep the Economy Expanding... 615

Taxes—Another Cause of Business Failures... 497

Tips on Tax Strategy... 546

What Taxes Will Do to Current Earnings... 367

Who Pays for Excess Profits?... 220

Your Compensation Claims Are Worth Watching... 346

TECHNOLOGICAL CHANGE (See also Automation)

Cheaper Materials: The Role of Technology... 184

A Look at Tomorrow's Factory... 87

Machines and Progress... 394

People Are Here to Stay... 6

Some Questions and Answers About Automation... 28

TELEVISION

Closed-Circuit Television—New Tool in Plant and Office... 330

TIME AND MOTION STUDY

Too Much Work—Or Too Many Interruptions?... 152

Work Measurement in Accounting Operations... 267

TRADE ASSOCIATIONS

What Trade Associations Can Do for You... 128

TRAINING (See also Education Programs)

"Quench": Novel Twist in Training Follow-up... 380

Training Program for Joe Doakes, Jr.... 517

Apprentice:

The Apprenticeship Program: Today's Best Training Buy... 72

Wanted: Two Million Apprentices... 583

Industrial Truck Driver:

Training the Industrial Truck Driver... 601

Office:

Build Your Own Office Staff... 85

Meeting the Shortage of Trained Typists... 520

Telephone Training Aids... 650

Training for Clerical Accuracy... 593

Sales:

Discovering Salesmen's Weaknesses... 285

Training—and Retraining—Today's Salesman... 468

Using Your Top Salesmen as Sales Trainers... 161

TRANSPORTATION

Management's 10,000-Plane Air Fleet... 637

TURNOVER (See Labor Turnover)

U

UNION CONTRACTS (See also Collective Bargaining, Industrial Relations, etc.)

Arbitration Provisions in Union Contracts... 448

Employee Benefits—A Survey of Recent Trends... 377

Grievances and Arbitration: A Study of Current Trends... 316

Recent Trends in Union Security... 708

Seniority Clauses in Current Union Contracts: A Survey... 196

Paid Holidays on the Increase... 199

Vacation Provisions in Union Contracts: A Survey... 515

UNIONS

How Union Revenues Are Handled... 78

"No Raiding": A New Labor Monopoly... 704

Showman's Touch in Union Leadership... 443

Union "Dress Rehearsals" for Arbitration... 514

Unionization in Major Labor Markets... 259

V

VACATION POLICIES

Preventing Vacation Headaches... 257

Showman's Touch in Union Leadership... 443

Vacation Provisions in Union Contracts: A Survey... 515

W

WAGE AND SALARY ADMINISTRATION (See Executive Compensation, Wages, Salaries, Job Evaluation, etc.)

WAGES (See also Income Statistics)

Can Industry Guarantee an Annual Wage?... 516

How Big Is Your Labor Area?... 440

The New Price Index: BLS Explains How It Works... 194

Shift Differentials in 1952: A Survey... 141

What's Ahead in Wage Escalation?... 292

Where the Wage Earner Stands... 217

WASTE CONTROL

Finding Profit in the Scrap Heap... 596

The Human Element in Waste Control... 599

Salvage Program Pays Off in Cold Cash... 659

WOMEN WORKERS

The Female Labor Reserve—11 Million Strong... 647

Women Earn Less Than Men in All Job Groups... 77

Working Wives: How Do They Manage Double Duty?... 378

WORK SAMPLING

Reducing Office Downtime with Ratio-Delay... 524

WORKMEN'S COMPENSATION (See Insurance)